**Terms of Reference**

**Livestock CGIAR Research Program**

**Program Management Committee**

*February 2017*

The Program Management Committee (PMC) oversees the planning, management and implementation of the CRP and ensures that the Financial Framework Agreement for the CRP between ILRI as the lead center and the CGIAR System Organization is being effectively delivered. Towards this end, the PMC will be responsible for and make recommendations to the ILRI Director General and the Independent Steering Committee with respect to:

* Agreeing the strategic directions for the program, including thematic priorities and strategic linkages within the program, including cross-cutting activities
* Approving rules and procedures that govern the implementation and administration of the program, including principles for funding allocation
* Reviewing and agreeing program strategy expressed in terms of strategy documents (e.g. for gender, youth, partnership, etc.) or as outcomes, outputs, milestones, work plans and budgets, including CG fund allocation.
* Reviewing and approving for submission the Plan of Work and Budget and Annual Performance Monitoring Report
* Overseeing program implementation and the CRP M&E system to support these. These may include monitoring and evaluating outputs, outcomes and impact, as well as program organizational effectiveness and cost efficiency.
* Establishing timetables for program planning and reporting, and monitoring and evaluating partner performance, as well as compliance with program rules and procedures and the CRP performance management system to support these.
* Approving flagship leadership and country coordination assignments proposed by implementing partners, as well as developing and agreeing ToRs for those roles
* Overseeing linkages with Tier 2 partners, to be managed by the CRP director
* Propose and advise on new funding initiatives
* Drafting ToRs for the Independent Steering Committee (ISC) and proposing candidates for membership, for ILRI Board approval
* Consulting with the ISC and incorporate their guidance into the strategic development and implementation decisions of the program
* Advising on the development and management of strategic linkages with external partners and other CRPs, to be managed by the CRP Director
* Recommending changes to the composition of the PMC, as needed

The PMC will advise on the other aspects related to development and implementation of the program as needed.

The PMC is composed of:

* CRP Director (Chair)
* CRP Performance & Partnership Manager (Secretary, non-voting)
* Representatives of the Tier 1 partners Gender leader
* ILRI Director of Corporate Services

The CRP Director serves as the Chair of the Committee and the CRP Performance and Partnership Manager as Secretary. Decisions will be agreed by consensus. In case this is not achieved, there will be an agreed process for voting and conflict resolution (Annex 2).

The PMC will normally meet face-to-face three times a year, with teleconferences organized as needed. A quorum of 5 members such that at least three of the implementing partners (ILRI, CIAT, ICARDA, SLU, GIZ) are represented, is required for meetings and for decisions. At least once a year, a face-to-face PMC meeting will be scheduled to coincide with the face-to-face ISC meeting to ensure regular close interaction. Meetings may also be scheduled to align with the semi-annual ILRI Board of Trustees meetings to provide inputs to the Board and offer opportunities for interaction.

**Research Coordination**

The PMC is responsible only for higher-level research coordination; research coordination at the implementation level requires much wider participation of flagship leaders and country coordinators, which is a much larger group and unwieldy as a PMC. The CRP Director will therefore convene research leadership meetings of flagship leaders, country coordinators, or both for developing implementation strategies, supporting resource mobilization efforts, and making day-to-day operational decisions, which will be monitored by the PMC. No formal research coordination body, however, is foreseen.

**Annex1. Text from Livestock CRP proposal**

*The Program Management Committee (PMC) will be chaired by the CRP director and composed of research managers from each Tier 1 partner institution and the CRP Gender Coordinator. The committee will meet regularly to take strategic management decisions on program implementation and make recommendations to the ILRI director general and ISC concerning CRP policies and priorities for program strategy, fund allocation and resource mobilization.*

**Annex 2. Conflict resolution**

With respect to Program Management Committee decision making:

* Decisions at PMC meetings (or by email) shall normally be reached by consensus – i.e. the Chair stating general agreement on an issue after it has been discussed, with minor objections or concerns noted, but there being no major objections.
* In the absence of a consensus, the Chair shall, and at the request of any member, put the proposal to vote by show of hands: a simple majority of those members present casting an affirmative or negative vote decides the issue, with the Chair casting the deciding vote in case of a tie. Members who abstain from voting are considered as not voting. Any member may request a roll call or a secret ballot.
* Decisions made by email between PMC meetings will be reported and minuted at the subsequent meeting.
* If one or more members find a majority decision of the PMC unacceptable, the following steps will be followed:
  + The matter will be re-opened for discussion to explore compromise solutions, and a re-vote.
  + If the decision is still unacceptable to one or more members, the director and the objecting members will prepare an issue brief summarizing the arguments, to be presented to the ILRI DG for decision. The ILRI DG will meet with the director and objecting members to discuss the decision.
  + If the decision is still unacceptable to a member representing one of the partner institutions, the clauses regarding conflict resolution in the Program Partner Agreement will pertain.